

PROPOSED BIWEEKLY TIME SHEET

Component		For Pay Period Ending		Page 1 of — Pages						
MANUAL File?	MANDATORY DATA	Total Component Manhours For Reporting Period		Reg (No. employees x working days x 8)	OT (All OT must be explained in detail below)					
		Total Component Leave For Reporting Period		Sick	Annual	LWOP				
Automated File?	Fill in as required	OVERTIME								
		Employee Name	Grade/Rank	Proj. No.	Activity	OT HRS	P D I A	V L	C A	D I A
		Special Projects (include all formal training)								
		Employee Name	Grade/Rank	Proj. No. (course)	Activity	Hours				
Recording Secretary				Authorizing Officer						

For:

Inclusion
Clearly
Desireable

{ ODIR
 { PS
 { SS
 { TSG (use ASD/ICB?)

Inclusion
Probably
Desireable

{ Och/IEG (incl. ^{some} OD?)
 { Och/ASG incl. POS

Registry?

Film Library?

Some branches AID?

etc.

{ Inclusion
 { Possibly
 { Desireable

Proposed Biweekly Time Sheet

Potential Advantages	Possible Disadvantages
1. Considerably less paperwork 1 data sheet per component biweekly vice 1 per individual weekly. (Data handling by clerks vice professionals)	Less timely (biweekly vice weekly)
2. Improved OT and training data. (esp. CIA vs. DIA)	Less detail on routine overhead projects & activities.
3. Formalized but simplified <u>supervisory review</u> .	Some? reprogramming required to handle reformatted data.
4. Routine data similar to and entered concurrently with T&A data - by same individual.	Loss some Center-wide standardization of routine.
5. Capability for additional detail retained.	Could lose calendar month totalling capability
6. Actual ^{overhead} manhour totals retained.	
7. Change evolutionary, not revolutionary Reversible if desired	

SS 2/21
under TSG

Man hours

Plot PI and ~ double

Sit sum Basic Exploitation -

Manhours/mo.

% of total NPIC manhours

" Support to Non-NPIC Basic Exploitation

Manhours/mo.

% of total NPIC manhours

" Msn Expl.

Manhours/month/mss As predict

Manhours as % NPIC total

" Manpower Utilization

By Group by Proj. No. category (%)

" Reported OT

Hrs by Group by month and by
Group as % of total (incl. DIA)

" Direct Requirements

(Number and %) by requester by month

Total as % of NPIC effort by month

" Direct Exploitation

Manhours/month & manhours

% of NPIC total.

{ Clearances
Salts }

Tasking

Resource Inventory ← Personnel
Equipment
Money

Paul Resource Expenditure

Lucy Production

Dolores Work Status

- 1 wk Alternatives
- 2 wk "
- 3 wk Costing/Coordination
- 4-5 Selection/Presentation

Recommend capability for monitoring AID
Performance appraisal. "Appreciation for services"

The following two MI questions are distinct and separable:

1. How have my resources been applied and what has been produced?

{ what about planned production & allocation?

2. What is my production status and where are the problems and bottlenecks?

Note:

1. Not time-dominated
One-time reporting may be adequate.
Need info. on: who?, for whom?, what produced?, how (what activities, etc.)?, when?, what man-hours?

2. Essentially time-dominated
Frequent updating essential.
Need info. on: where is it?, what's happening to it?, when will it move on/be completed? Perhaps, what % of resources is it consuming?

- The MIS attempts to tackle both questions - info on the first is both over-adequate and inadequate - info on the second is inadequate & entirely.

Equipment Inventory

What is the status?

Who will administer?

Who will input?

(Will RED be included?)

Who will have access to data & how?

How will it be updated/monitored?
i.e. location/maintenance.

What will be included? (CIA only?)

How can totals be generated?

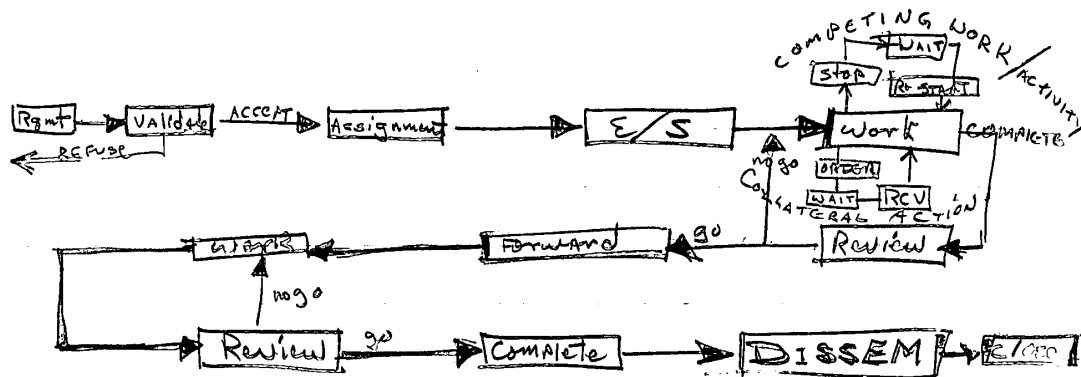
Working control log—

Production vs. Costs vs. Resource Availability

Need to identify wait time.
 { Need to record products
 { Need to record resources ^{expended} against products

Time Sheet

Who? Proj. No. Hours complete? Product?



? Where should product reporting be required?

? When should manhour time be recorded?

the study team categorized management information into five types of data, each singly or in combination responsive to ^{NPIC's} key management concerns. ~~these~~ ~~categories are~~ the first of these categories relates to tasking. It should ~~include~~ ^{containing} data on the standing and ad hoc requirements levied on the center, and also ~~include~~ ^{quantifying} statistics ~~on the~~ from input.

The second essential ~~category~~ category of management information ~~should~~ should provide a survey of NPIC's basic resources — our personnel, our equipment, our budget.

The third ^{should} provides information
 on the ⁱⁿ expenditure ^{application} of Center resources.
 that is, how are our ~~or~~ people employed;
 how are we using our equipment;
 when and ~~where~~ ^{on what} and when is money being
 spent?

The fourth concerns production.
 What is accomplished ^{by} ^{application of} our resources?

Finally, ~~when~~ management needs
 to ~~know work status~~ although this
 category ~~of~~ is in a sense a synthesis
 of the preceding four, ~~production~~ ^{work}
status ~~data~~ ^{is considered separately}
~~is~~ ^{as} ~~reported as a separate~~
~~item~~ in recognition of management's
 need ^{for timely data} to exercise ^{effective} ~~proper~~ and control
~~on~~ of ~~the~~ on-going ~~per~~ operations.

The ^{study} ~~study~~ team ^{adopted} ~~assumed~~ ^{based on the} ~~working~~
~~assumption~~ ^{assumption} that the ~~change to~~ ~~manage~~
 the management information need
 for ~~an~~ ^{an} improved management information
~~system~~ was not restricted ~~to~~ ^{to} the
 office of the Director, but a
 center-wide, top-to-bottom requirement.

#? Regardless of the level ^{NPIC} ~~management~~,
 key management concerns remain
 broadly similar: Are we meeting current requirements?

How can we meet future requirements?

How can we improve efficiency?

~~# does four and after four~~

To answer these questions in the
 NPIC context, four or five kinds

II. Tasking

The role of tasking data is a logical first question in a review of management information needs and systems. ~~the~~ ^{the} JPIC ~~mission~~ ^{mission} and functions are largely of external origin as are the day-to-day requirements levied on the Center for specific services and products. Assuming ~~that~~ the ~~validation~~ ^{validation} of ^{incoming} all requirements ~~as validated~~ before acceptance, ^{subsequent} management concern ~~for~~ tasking information ~~tasks~~ normally takes two forms: (1) Production control statistics and (2) requirements profile data. The former is of primary concern to lower and middle level management. It ~~includes~~ ^{should encompass}

such questions as ⁽²⁾ "What is my current workload?" or ⁽³⁾ "What are my upcoming jobs?", ⁽¹⁾ "What tasks have I completed?" At more senior levels ^(normally Group and Center) there is greater concern with aggregate statistics and the emphasis shifts to ^{analysis} ~~questions concerning the breakout of~~ the NPIC workload requirements by requester, by ^{average} magnitude of effort and response both in absolute terms and as a fraction of our total output. ~~At these~~ ~~higher~~ levels there is typically little ~~these~~ latter considerations ~~are~~ rarely require up-to-the-minute data. Typically the need is for reasonably comprehensive historical

data spanning months or years.

~~Production~~ ^P Currently, ~~production~~
~~control~~ requirements data relevant to
production control is either manually
maintained or, if it is supported by the central MIS,
it is untimely and
of limited utility. Of marginal utility
to the operating components is the ^{widely-disseminated} MIS
Active Project Listing

7225

① I would like to plan for John's schedule to be as follows:

a. Complete writing of his first draft by Friday 2 March.

b. Our review of his effort early following week with aim of getting to Ex Dir by Tuesday last.

c. His review with possibly a mtg with us late Wed or early Thurs.

d. The remaining $1\frac{1}{2}$ to 2 days for John to clean up any problems.

Thus at the very earliest John could plan to leave by 10 March. The schedule is very tight and if it strings out by a week it would be no surprise. Thus, a realistic estimate would be 17 March. I would like to farm out draft copies to the groups on an informal basis as soon as we can; possibly as we are reviewing the paper.